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ABSTRACT

The management plan for 1979-81 of the Minnesota Higher Education Coordinating Board provides an outline of the major functions and programs assigned to the board, a general outline of the role and scope of the board as an agency of the state, a statement of the mission of the board staff, an organizational chart, a board calendar for 1979-81, and roles of staff units and management objectives. The staff units include the Office of Executive Director, the Division of Program Planning and Coordination, the Division of Financial Aid, and the Division of Policy Planning and Research. The development of the management plan is a procedure by which board staff reviews its anticipated work for the year, establishes priorities for resource allocation, and coordinates individual and unit objectives with board objectives. The document serves as a focal point for the board's review of its own objectives, both annually and long range. (SW)

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MANAGEMENT PLAN 1979-81

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

MINNESOTA HIGHER EDUCATION COORDINATING BOARD

HE 011 071

MINNESOTA HIGHER EDUCATION COORDINATING BOARD

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MINNESOTA HIGHER EDUCATION

COORDINATING BOARD

MANAGEMENT PLAN

1979-81

September 1978

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PURPOSE

The development of the Management Plan for 1979-81 has two purposes. It is, first, the procedure by which Board staff reviews its anticipated work for the year, establishes priorities for resource allocation and coordinates individual and unit objectives with Board objectives. The plan will be annually reviewed and updated.

Secondly, the Management Plan is used to convey to the Board and its constituencies a sense of the work anticipated during the year. The document serves as a focal point for the Board's review of its own objectives, both annually and long range. The Management Plan for 1979-81 highlights the first year in a three-year time frame which will be further developed during the year. The process will serve to highlight and refine the Board's perception of its role and how this role relates to Minnesota higher education.

I. HIGHLIGHTS OF LEGISLATIVE MANDATES TO THE HECB

A. Major Functions

1. Continuously study and analyze all phases and aspects of higher education and develop necessary plans and programs to meet present and future needs. (136A.04)

2. Engage in long range planning of the needs of higher education and if necessary, cooperatively engage in such planning with neighboring states and agencies of federal government. (136A.04)

3. Review, make recommendations and identify priorities with respect to all plans and proposals for new or additional programs of instruction or substantial changes in existing programs and periodically review existing programs offered and recommend discontinuing or modifying any existing programs, the continuation of which is judged by the Board as being unnecessary or a needless duplication of existing programs. (136A.04)

4. Develop, in cooperation...a compatible budgetary reporting format designed to provide data of a nature to facilitate systematic review of budget submissions...and which include the relating of dollars to program output. (136A.04)

5. Review budget requests, including plans for construction or acquisition of facilities...for the purpose of relating present resources and higher educational programs to the state's present and long-range needs; and conduct a continuous analysis of the financing of post-secondary education institutions and systems, including the assessments as to the extent to which the expenditures and accomplishments are consistent with legislative intent. (136A.04)

6. Obtain from private post-secondary institutions receiving state funds a report on their use of those funds.(136A.04)

7. Continuously monitor and study the transferability between Minnesota post-secondary and higher education institutions of credits earned for equal or relevant work at those institutions, the degree to which credits earned at Minnesota institutions are accepted at full value by the other institutions and the policies of these institutions concerning the placements of these transferred credits or transcripts. (136.04)

   136A.042. HECB shall recommend to post-secondary systems and legislature measures to increase transferability of credits between institutions which will improve student awareness of credit transfer policies of each system or institution and which will cause student transcripts to reflect credits earned at either institution.

8. Board shall periodically review and evaluate programs and report to governor on or before each legislative session on recommendations for change . (136A.111)

9. Biennium report on professional programs. (136A.52)

10. Registration and approval of private post-secondary institutions. (136A.63, 136A.65, 136A.68, 136A.69, 136A.70)

11. State Agency to apply for, receive, accept and disburse all federal funds for higher education allocated to Minnesota which require administration by a state agency. (136A.06)

B. Programs Assigned to HECB.

1. Reciprocal Agreements (136A.08)

2. Student Financial Assistance Programs.

a. Administration of State Scholarship and Grant-in-Aid programs. (136A.09-136A.131)

b. Foreign students, resident tuition (136A.143)

c. Emergency Scholarship Fund (136A.144)

d. State Loan Program (136A.161-175)

e. Part-Time Grant-in-Aid Program (Laws of Minnesota, 1977, Chapter 384, Section 17)

f. Nursing Grant Program. (Laws of Minnesota, 1977, Chapter 384, Section 19)

g. Loans to medical and osteopathy students who agree to practice in rural communities (147.30, 147.31, 147.32)

h. Education of dependents of prisoners of war and persons missing in action. (197.09)

i. Work Study Program (136A.233-234).

Board may offer work-study funds to eligible post-secondary institutions that apply.

j. Tuition subsidies for post-secondary vocational-technical school students. (136A.236)

3. Private College Contracts (136A.20)

   The Board is authorized to enter into contractual arrangements with eligible private colleges in Minnesota. Contracts may provide for payments to private colleges for educating Minnesota residents in programs approved by the Board: payment not to exceed $150 per student in each institution which grants an associate degree for each Minnesota resident who is not a grant-in-aid recipient enrolled full time: payment shall be $500 for bachelor's degree and $400 for institutions granting associate degrees for every student who receives a state grant-in-aid and is enrolled full time.

4. Optometry and Osteopathy Contracting. (Laws of Minnesota, 1977, Chapter 318)

5. Regional Centers:

   Develop and administer regional projects aimed at improving efficiency and effectiveness of post-secondary education in meeting regional needs through increased inter-institutional cooperation and planning within a region.

6. Coordination and Management of MINITEX Library Program.

7. Post-High School Planning Program

   To provide information to high school seniors making educational and career plans. The information collected in this program is also used by high school counselors for advising and by post-secondary institutions for recruiting, admitting and counseling students.

II. MISSION OF THE MINNESOTA HIGHER EDUCATION COORDINATING BOARD

While no brief statement can adequately express the complexities of the mission of the Minnesota Higher Education Coordinating Board and the inter-relationships between the Board and the many agencies with which the Board is concerned and which are concerned with the Board, the following statement provides a general outline of the conception of members of the Board of the role and scope of the Board as an agency of the State of Minnesota.

Purposes of the Board

Primary purposes of the Minnesota Higher Education Coordinating Board are: (1) to facilitate meeting the needs of Minnesota residents for post-secondary education effectively and with appropriate economy of effort and resources, (2) to represent the state's interest in post-secondary education, and (3) to foster improved performance of the state's pervasive responsibility for education beyond the secondary school.

Purview of the Board

The scope of the Board's purview is comprehensive and includes concern for all aspects of post-secondary education, all institutions and agencies which provide post-secondary education, and all post-secondary education needs of all Minnesota residents. While the primary focus of the Board's concerns and responsibilities is on needs, institutions, and programs in Minnesota, the Board must be cognizant of regional and national developments

which impinge on Minnesota post-secondary education and vice versa, and the Board must take necessary actions to assure that Minnesota's post-secondary education needs and interests are adequately considered by officials of the Federal Government and other appropriate agencies responsible for developing and implementing policies and programs which may affect Minnesota.

Responsibility of the Board

The Board's ultimate responsibility is to the residents of Minnesota who are to be served by and who contribute to the support of post-secondary education. Actions and decisions of the Board must reflect this ultimate responsibility.

The Board's direct responsibility is primarily to the Governor and the State Legislature who have been elected by the people to conduct the affairs of the state. Accordingly, allocation of Board effort must reflect appropriate priority to assisting these elected officials in fulfilling their responsibilities and to performance of these duties assigned by them to the Board.

An important, but secondary responsibility of the Board is to those boards, institutions, and agencies which comprise the post-secondary community and which have operational responsibility for post-secondary education programs. Just as the Board must represent the interests of the state to the post-secondary community, the Board must also represent the legitimate interests of the post-secondary education community to the state.

Functions of the Board

Primary functions through which the Board fulfills its purposes and responsibilities are:

(1) Coordination of post-secondary systems and institutions with particular emphasis on assuring that the total pattern of post-secondary education is responsive to the totality of post-secondary needs without unwarranted duplication of effort.

(2) Planning which includes projection of needs, assessment of status and progress of post-secondary education, adoption of realistic and responsive goals and objectives, and stimulation of change to meet projected needs and to facilitate improved progress toward achieving goals and objectives.

(3) Formulation of state policies which are an explicit reflection of the state's responsibility for post-secondary education and which provide a consistent frame of reference for guiding action.

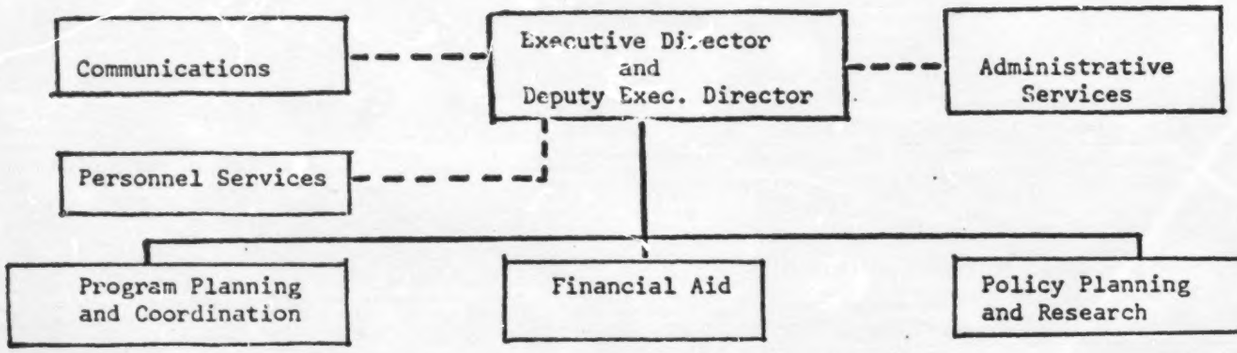
(4) Administration of support programs which are statewide in nature or which encompass more than one system of post-secondary education.

Adopted by the Coordinating Board
on August 30, 1973.

III. MISSION OF THE HECB STAFF

The Board appoints an executive director as its principal executive officer and such other staff necessary to carry out its legislative mandates. This staff provides the support necessary for the Board to accomplish its mission. Among the particular functions of the staff's mission are: (1) the fostering of an effective relationship with the executive and legislative branches of state government, (2) the provision of a continued statewide and long-range perspective to post-secondary education in Minnesota, and (3) the communication of the Board's policies and position to all constituencies in the state, region and nation as appropriate.

MINNESOTA HIGHER EDUCATION
COORDINATING BOARD



Regional Coordination:
- Mesabi Regional Center
- Rochester Regional Center
- Wadena Regional Center

Program Review
- New and existing Program Review
- Special Projects

State and Federal Program Mgmt.
- HEA Title I - Continuing Educ. and Community Service
- HEA Title VI-A - Instructional Equipment
- HEA Title VII - Facilities
- HEA Title IV - Educational Information Centers
- HEA Title II-A - Library Resources
- Minitex
- Private College Contracts

Institutional Approval and Consumer Affairs:
- Private Institutions Registration

Scholarships and Grants
- State Scholarship Program
- State Grant-in-Aid Program
- State Nursing Scholarship Program
- Veterans Dependents Program

Self-Help Programs
- State Student Loan Program
- Medical and Osteopathy Loan Prgm.
- Foreign Student Loan Program
- State Work-Study Program

Programs and Systems
- Data Processing
- Research and Evaluation
- Reciprocity Programs with Wisc, No.Dakota and So.Dakota
- Part-Time Student Grant Program
- AVTI Tuition Subsidy Program

Research and Evaluation
- Institutional Enrollment Projections
- Program Evaluation
- Policy Studies

Fiscal Analysis
- Budget Review
- Long-range Financial Planning
- Cost Analysis

Information Services
- Surveys of Post-Secondary Education
- Coordination of Federal Information Surveys (HEGIS)
- Post-High School Planning Program

IV. HECB CALENDAR FOR 1979-81

	Regular Activities	Special Projects
August 31, 1978	Biennial Report	
	Tuition Study	
	Budget Recommendations	
	Teacher Education	
	Enrollment Projections	
	PIR Applications	
	Semi-Annual Affirmative Action Report	
	Approval of Institutions for State Sch. and Grant Eligibility	
	Program Review	
September 28, 1978	Tuition Policy Recommendations	Recommendations on MOIS
	Executive Director Achievement Objectives	Biennial Report
		1978-81 Management Plan
	PIR Proposed Rule Amendments	
	Approval of List of Initial Year Borrowers and Alternates Under the State Medical and Osteopathy Loan Program	
	Program Review	
October 26, 1978	Private College Contract Eligibility and Payments	Proposed Governing Boards Meeting Format
	Status Review of Title I	Status Report: Nursing Education
	Approval of Title I Annual Plan	
	Student Loan Program Audit Report	
	Program Review	

	Regular Activities	Special Projects
November 30, 1978	Preliminary Fall Enrollments Program Review	
December 28, 1978	Off-Campus Credit Delivery Report on Private College Contract Payments Program Review	
January 25, 1979	Annual Affirmative Action Report Program Review	Report on Status of Program Review Optometry Study Indicators/Status Report on Post-Secondary Education
February 22, 1979	PIR Rule Amendments Title VII Federal Grant Recommendations for Academic Facilities if Funded Annual Status Report of Financial Aid Activity Board Approval of Reciprocity Contracts Program Review	Reciprocity Study Status Report on Transfer Study Legislative Status Report
March 29, 1979	Title VI-A Federal Grant Recommendations for Under-Graduate Equipment if Funded Program Review	Presentation and Discussion of Financial Aid Officers User Manual Legislative Status Report
April 26, 1979	PIR Renewal Notifications or Status Report HECB Unclassified Salary Plan MINITEX-OCLC Contract Renewal Renewal of MINITEX Contracts with North and South Dakota Program Review	Transfer Study and Recommendations Legislative Status Report

	Regular Activities	Special Projects
May 31, 1979	Recommendations for Allocations of Title I Funds	Summary of 1979 Legislative Budget-Policy Decisions
	Unclassified Salary Recommendations	
	Update Institutional Enrollment Projections	
	1980 HECB Spending Plan	
	Review and Evaluation of Executive Director's Annual Performance	
	Authorization for Student Loan Bond Sale	
	Program Review	
June 28, 1979	Board Certification of March 1, 1980 Sch. and Grant Application Deadline for 1980-81	Analysis of Minnesota Faculty Characteristics
	Board Certification of Communities Eligible for Forgiveness Under the Medical & Osteopathy Loan Program	Review of Legislative Actions and Plans for Implementation
	Program Review	Preliminary Report on Minority Student Participation
		Education Information Center Plan

PROJECTS FOR 1979-80 ARE PROJECTS BEGUN IN FISCAL YEAR 1979 WHICH WILL REQUIRE BOARD ACTION IN FISCAL YEAR 1980

July 1979	Program Review	
August 1979	Student Loan Bond Sale	Nursing Education Study and Recommendations
	PIR Renewals	
	Program Review	Review of Cambridge and Fairmont Effects
September 1979	List of Approved Candidates for Medical & Osteopathy Loans	Report and Recommendations for State Policy on Adult and Continuing Education
	Program Review	

	Regular Activities	Special Projects
October 1979	Student Loan Program Audit Report Program Review	Teacher Education Program Review and Recommendations
November 1979	Program Review	Report on System and Institutional 5 Year Plans
December 1979	Program Review	

	Regular Activities	Special Projects
January 1980		
February 1980		
March 1980		
April 1980		
May 1980	Institutional Enrollment Projections	
June 1980		Evaluation of Number, Size, Location and Cost of Public Post-Secondary Education Institutions

V. ROLES OF STAFF UNITS AND MANAGEMENT OBJECTIVES

A. OFFICE OF EXECUTIVE DIRECTOR: The role of the Office of Executive Director is to coordinate and lead the activities of the agency so as to accomplish the legislative mandates assigned to the HECB. This role incorporates the following specific functions:

1) The general organization and administration of activities.

2) The maintenance of effective working relationships between the Board and the executive and legislative branches of state government and institutions and systems of postsecondary education in the state and out of state.

3) The maintenance of effective working relationships with the Federal government where appropriate.

4) The communication of the role and the work of HECB to the citizens of Minnesota.

Management Objectives:

1. To provide direction and leadership to the lay membership of the HECB.(R)*

2. To provide direction and leadership to staff of the HECB. (R)

3. To produce a comprehensive biennial report which presents the status and problems in Minnesota postsecondary education and recommendations for state policy and action to the Governor and Legislature.(R)

4. To provide advice and assistance to the Governor and Legislature on legislation affecting postsecondary education. (R)

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*The designation (R) indicates that the objective is REGULAR and ongoing. (S) indicates that the objective is a one-time SPECIAL effort.

Management Objectives (Office of Executive Director) continued...

5. To continually prepare and review annually the functions and activities of the agency to ensure that the HECB mission is being achieved effectively and efficiently. (R)

6. To manage agency financial and financially procured resources efficiently and effectively. (R)

7. To develop and maintain human resources management for the personnel of the agency which fulfills and goes beyond the state and federal requirements and establishes, to the extent possible, conditions of employment and personnel relations which assure the maximum extent of personal and professional satisfaction and the maximum in quantity and quality of effort for the agency mission. (R)

8. To maintain a posture toward postsecondary education and the total needs of the State of Minnesota and its citizens which focuses upon and highlights the long-range implications of annual decisions and which encourages relevant authorities to assess their actions in the context of long-range effects. (R)

9. To develop and maintain the capacity to assess the condition of Minnesota postsecondary education so that reasoned judgments of needed actions may be made. (R)

10. To maintain regular communication with the various constituencies of the HECB, including the chief executive and legislative branches of state government, the institutions and systems of postsecondary education and various consumers of postsecondary education in Minnesota.(R)

Management Objectives (Office of Executive Director) continued...

11. To develop and maintain productive relationships with legislative and executive officers of the Federal government so needs and interests of the state will be brought to bear. (R)

12. To develop and maintain effective relations with news media. (R)

13. To increase knowledge and awareness of the participation of minority segments and persons with disabilities in Minnesota and to propose action to alleviate problems which restrict the participation and success of these populations in postsecondary education.

B. DIVISION OF PROGRAM PLANNING AND COORDINATION: The role of the division of Program Planning and Coordination is to encourage effective and efficient utilization of postsecondary education resources through the promotion of coordination and comprehensive planning. Specific activities within the division promote educational diversity and quality, encourage institutional vitality, promote cost-effectiveness, and discourage unnecessary duplication. Responsibilitiesof the division include comprehensive planning and policy studies, the review of new and existing educational programs, and the management of programs which are assigned.

Management Objectives:

1. To study the current status and develop a staff policy paper on the review of new and existing academic programs. (S)
2. To conduct an ongoing review of all proposed new academic programs to prevent unnecessary duplication of instructional programs.
3. To review selected existing academic programs in order to encourage the effective utilization of existing instructional resources. (R)
4. To effectively manage regional centers in Rochester, Wadena, and the Iron Range so as to improve the efficiency and effectiveness of the postsecondary education services in meeting citizen needs through increased inter-institutional cooperation of both academic programs and planning within these regions of the state. (R)
5. To develop a comprehensive statewide plan for adult and continuing education in order to encourage the effective utilization of the state's resources in meeting the needs of adult and part-time students. (S)

Management Objectives (Division of Program Planning and Coordination) continued...

6. To administer the federal HEA Title IV (Education Information Centers) in order to develop a state plan to improve and enhance the availability of accurate, unbiased and up-to-date information and advising for prospective post-secondary students. (S)

7. To administer HEA Title I in order to promote timely and effective responses to continuing education and community service needs and to promote increased inter-institutional planning for the delivery of such services. (R)

8. To administer the Private Institution Registration Act to provide information, assistance and protection to those persons pursuing post-secondary education in private institutions and programs or out-of-state public institutions and programs offered in Minnesota as a means of obtaining postsecondary education. (R)

9. To manage an inter-library loan program, Minnesota Inter-Library Telecommunications Exchange, in order to provide students, faculty, researchers and other residents of Minnesota maximum equitable and cost efficient use of library resources throughout the state.(R)

10. To provide the capacity and competence in the planning for health profession education. (R)

11. To conduct a study and develop recommendations on statewide policies concerning the transfer of credit among Minnesota's post-secondary education institutions. (S)

12. To administer the optometry and osteopathic contract seats in order to provide eligible Minnesota residents with spaces in colleges outside Minnesota for training in optometric and osteopathic medicine. (R)

Management Objectives (Division of Program Planning and Coordination) continued....

13. To manage effectively the Private College Contract Program so as to promote diversity in the availability of postsecondary education services to the residents of Minnesota. (R)

14. To manage the federal HEA Title VII (Annual Interest Grants), HEA Title VI-A (Undergraduate Instructional Equipment), and HEA Title VII (Facilities) programs so as to provide programmatic and facilities resources to institutions of postsecondary education consistent with state plans and federal statute. (R)

15. To conduct a study on the need for and the future status of existing teacher education programs in Minnesota. (S)

16. To maintain in retrievable form an instructional program data base and to publish periodically the statewide postsecondary program inventory. (R)

17. To maintain in retrievable form reports on off-campus credit services of postsecondary institutions and to publish periodically such reports.

C. DIVISION OF FINANCIAL AID: The role of the division of financial aid includes the following functions:

1) To administer such programs of financial assistance as may be assigned to the HECB, (there are 14 such programs in 1978-79) including the effective communication of information on programs to all constituencies.

2) To collect and maintain the data necessary for the effective administration of programs and the analysis and evaluation of post-secondary education financial assistance activity in Minnesota.

3) To develop, in consultation with various constituencies, recommendations for modification of legislation, rules and regulations and policies and practices as necessary.

4) The continued analyses of the financial needs of Minnesota residents for participation in postsecondary education and the programs of assistance which are available.

5) The continued analysis of the educational and socio-economic impacts of financial assistance programs in Minnesota.

6) To provide leadership and expertise in financial assistance to the Higher Education Coordinating Board, the Executive, the Legislature and other publics.

7) To provide leadership within the financial aid community in Minnesota to manage financial aid resources and enhance the general level of professional expertise.

Division of Financial Aid

Management Objectives:

1. Administer the Minnesota State Student Loan Program (FY 78 - $31,000,000 to 18,000 students). (R)
2. Administer the Minnesota State Scholarship and Grant-in-Aid Programs (FY 78 - $18,000,000 to 21,000 students).(R)
3. To administer the Interstate Reciprocity Programs (FY 78 - $7,500,000 for 11,000 students.) (R)
4. To administer the Minnesota Medical and Osteopathy Loan Program (FY 77 - $400,000 to 68 students) (R)
5. To administer the Minnesota State Work-Study Program. (FY 78 - $1,600,000 to 3,000 students.) (R)
6. To administer the Veterans' Dependents Student Assistance Program. (FY 78 - no activity). (R)
7. To administer the Foreign Student Assistance Program. (FY 78 - $80,000 to 600 students). (R)
8. To administer the Part-Time Student Grant Program. (FY 78 - $250,000). (R)
9. To administer the Nursing Grant Program. (FY 78 - New) (R)
10. To administer the AVTI Tuition Grant Program. (FY 79 - $3,600,000) (R)
11. To direct all automated data processing for the programs administered by the Financial Aid Division (R)
12. To maintain communication with the public. (R)
13. To keep abreast of local, regional and national financial aid policy (R)

Management Objectives (Division of Financial Aid) continued...

14. To assist in the training of financial aid personnel. (R)

15. To conduct research and evaluation of student financial assistance in Minnesota. (R)

D. DIVISION OF POLICY PLANNING AND RESEARCH: The role of the division of policy planning and research is based on the Board's statutory responsibility to engage in long-range planning, to study and analyze all phases and aspects of postsecondary education, to relate resources to present and long-range needs, and to continuously study the financing of postsecondary education. The activities of the division are organized into three broad functional areas:

1) Information Services
2) Research and Evaluation
3) Fiscal Analysis and Budget Review

Management Objectives:

1. Provide technical support for agency research and policy studies.(R)
2. Coordinate staff development of HECB role in executive and legislative appropriations process, including conduct of analytical studies and executive budget hearings. (R)
3. Continue development and use of long-range financial planning model utilizing the State Planning System. (R)
4. Develop rationale and position paper for evaluating and making modifications in appropriations formulas to cope with fluctuating enrollments. (S)
5. Continue development of unit cost analysis, incorporate appropriate modifications and recommend necessary changes and/or improvements in unit cost procedures. (R)
6. Conduct a study of postsecondary education faculty age, rank and salary distributions. (S)

Management Objectives (Division of Policy Planning and Research) continued...

7. Update institutional enrollment projections based on most recent entrance conditions and a three-year average. Prepare institutional enrollment projections for ADM and full-time equivalent enrollments. (R)

8. Evaluate institutional enrollment projection model and make appropriate modifications. Switch DYNAMO to University of Minnesota computer for inter-active use. (R)

9. Update grade-level enrollment projections and high school graduates. Prepare grade-level school enrollment and high school graduates projections by planning regions. (R)

10. Evaluate implications of current number, size, location and cost of postsecondary institutions in a period of fluctuating enrollments. (S)

11. Development of indicators of the condition of Minnesota postsecondary education. (S)

12. Develop and implement an information services plan for HECB. (R)

13. Coordinate HECB review and evaluation of systems' five-year plans. (R)

14. Conduct Fall 1978 and Spring 1979 enrollment surveys. (R)

15. Implement modifications in HECB enrollment and information surveys.(R)

16. Coordinate HEGIS XIII Survey. (R)

17. Evaluate alternatives for automating HECB data base. (S)

18. Determine AVTI eligibility for membership in HEGIS universe. (S)

19. Prepare vest-pocket data book. (S)

20. Provide administrative support for Post-High School Planning Program.(R)

HUMAN RIGHTS STATEMENT

"The Minnesota Higher Education Coordinating Board has committed itself to the policy that there shall be no discrimination on the basis of race, creed, color, sex, age, handicap or national origin in its programs, activities or employment policies as required by Title IX of the Education Amendments of 1972, Rehabilitation Act of 1973, and other applicable laws, regulations and Executive Orders.

Inquiries regarding compliance may be directed to Office of Personnel and Affirmative Action, Minnesota Higher Education Coordinating Board, 400 Capitol Square, 550 Cedar Street, St. Paul, MN 55101, (612) 296-3974, or to the Director of the Office of Civil Rights, Department of Health, Education and Welfare, Washington, D.C. 20201."